

Municipal Asset Management System

Trip Report, Bulgaria, 2 February – 17 February 2005

Author:

Gordon M. Cressman
RTI International
3040 Cornwallis Road
Tel: +1 919 541-6363
Fax: +1 919 541-6621
E-Mail: gmc@rti.org
Website: www.rti.org

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LOCAL GOVERNMENT INITIATIVE

ИНИЦИАТИВА МЕСТНО САМОУПРАВЛЕНИЕ

С подкрепата на Американската агенция за международно развитие

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Executive Summary

Municipal governments in Bulgaria continue to retain and manage significant numbers of residential, commercial, and public properties. Municipalities need better systems for managing these properties. In particular, they need tools to evaluate financial efficiencies and appropriate use, and to support better municipal and regional land-use planning. Municipalities also need tools to meet new national requirements for property registers, and to improve transparency of property use to combat corruption. Bulgaria is entering a booming real-estate market phase. The Local Government Initiative (LGI) would like to provide the needed management and reporting tools to as many municipalities as quickly as possible.

This report describes the results of work carried out in Bulgaria from 2 February through 17 February for the Local Government Initiative (LGI). The Author conducted investigations in Sofia, Stara Zagora, and Karlovo. The purpose of this work was to evaluate the current status of software for managing municipal property, the technical capacities of the software developers, the risks associated with building on existing technical and business relationships, and the risks associated with managing development of the needed software enhancements.

The Author concludes that software produced by local developers in collaboration with the Municipality of Stara Zagora is a strong technical foundation. The software developers have demonstrated good-to-exceptional technical skill. Evidence indicates the developers are likely to work together productively to produce an integrated property management system meeting the needs of Stara Zagora and LGI. The developers have a clear understanding of Stara Zagora and LGI objectives. LGI is revising and completing the scope of work for software development and will submit this to the developers for a formal quote and work plan.

Development must continue to be managed and monitored closely. The Head of the IT Department in Stara Zagora has demonstrated ability to manage this effort on a day-to-day basis. LGI must monitor and coordinate development on a weekly basis. Payment will be issued by LGI directly to the Prime Software Contractor based on benchmark deliverables.

Training will be conducted in Stara Zagora for personnel from Stara Zagora and three other pilot municipalities. LGI will help prepare training materials and will help conduct this training.

The developers have invested significant effort in the existing foundation systems and will retain ownership of the resulting product. The Author believes the developers share Stara Zagora's and LGI's interest in disseminating the software widely, and will price related installation and support services accordingly. LGI will work with the developers on a pricing model to maximize distribution while providing fair return to the developers. LGI will work with Stara Zagora and the software developers on a communication, promotion, and dissemination plan.

The Author is expected to return to Bulgaria to help evaluate the initial test release of the integrated property management system.

1. Introduction

This activity continues previous LGI efforts to develop an Asset Management Methodology at municipal and regional levels. These activities included developing rudimentary Excel-based municipal property databases that track existing properties, associated costs and revenues, market monitoring procedures, development of property management plans, and overall property management strategy. Experience indicates that a relational database system is a more appropriate tool when dealing with large numbers of properties. When properly such a tool can help foster good management practices based on market principles to make for efficient and appropriate use of municipal property.

The development of the database will build on the previous work done in the municipality of Stara Zagora and experience gained by LGI and the municipality in using these applications. Previous innovative practices in the field of asset management in Stara Zagora include the development of a database for monitoring revenues from municipal properties and a database for keeping track of Municipal Property deeds. These products, although well developed in themselves, need to be re-adjusted to become part of a general integrated database in which the municipal property itself is the leading object.

The Author was asked by LGI to evaluate the technical quality of the work done to date, the technical skills of the software developers, and the advisability of contracting these same developers to integrate their work and add significant functionality supporting improved property management and transparency. The Author was also asked to advise LGI concerning options for software licensing and continued sustainable support for the software.

2. Background

The Municipality of Stara Zagora (the municipality) has worked with two developers to produce software for managing municipal property. The current software includes a Deeds application for managing information on property deeds, and a separate Rents application for managing information regarding rental contracts and rent payments for municipal rental property. Some information on available rental properties is placed on the Stara Zagora public Web site.

Stara Zagora has initiated a major effort to integrate the Deeds software and the Rents software into a single modular system that uses the same database. Common data tables include identifying information for property owners and renters, and information on the location of properties. The new integrated application is being designed to be modular so that it can be expanded easily by adding new modules. The application is being designed to run on the Stara Zagora Local Area Network (LAN).

Stara Zagora is working with two local software developers to create the new integrated modular system. Georgi Ivanov has been responsible for developing the Rents application. Stara Zagora has been working with Mr. Ivanov for three years to develop successive versions of this software. Mr. Rumen Surtonev of the Mag Plan Company has been responsible for developing the Deeds application. Mag Plan has also developed the municipality's cadastre system using Geographical Information System Software. Stara Zagora has been working with Mag Plan for two years. Sasha Krusteva, Head of the IT Department for Stara Zagora, has been managing the work of these two developers, and has been responsible for settling any disputes that may arise between them concerning technical architecture and integration. The first version of the new system is expected to be ready for testing in the first half of March 2005. This does not include enhancements recommended by LGI to improve property management, produce registers now required by law, and increase transparency.

The Local Government Initiative (LGI) has reviewed the Deeds and Rents applications created by Stara Zagora, and has examined the technical skills of the software developers. LGI recognizes the leadership of Stara Zagora in developing these applications. LGI would like to work with Stara Zagora to enhance the software further and to make the software available to other municipalities in Bulgaria. This new integrated version of the Deeds and Rents software is referred to in the remainder of this document as “the software.”

3. Governing Guidelines, Regulations, and Standards

3.1. European Guidelines and Regulations

As a 2007 European Union accession country, EU regulations and guidelines may influence Bulgaria's choice of e-government technologies. The European Interoperability Framework (EIF v 1.0) defines a number of basic principles that should be considered for any pan-European e-government applications. Among these are the use of open standards and consideration of the use of open source software. The IEF builds on several previous studies beginning in 1999 to assess the open source movement and its potential advantages for Europe.

The European Commission encourages the use of open source solutions for pan-European e-government applications. That is, open standards and open source solutions should be considered for any application that may provide services to citizens of EU member states across EU member states borders. There are currently no regulations requiring member states to use open source solutions for internal or even pan-European applications.

The Municipal Properties application is not currently intended to provide services across national borders. The database could be used to facilitate public advertisement of properties for sale to Bulgarian and foreign investors via the Web.

3.2. Bulgarian Government Standards

Of more immediate concern are any implied standards set by the Bulgarian government. The government has a volume licensing agreement with Microsoft that gives municipal government access to legally licensed Microsoft products at reduced rates. Municipalities simply submit a request to the Ministry of State Administration for the licenses they need. In practice Municipalities often use illegally copied versions while waiting for legally purchased licenses.

The government may require the use of a Microsoft SQL Server application for a vital registration and issuance of identity cards by local governments, including municipalities. Stara Zagora District government recently launched an eGovernment gateway using Microsoft technologies. These include Microsoft SQL Server, Microsoft BizTalk Server, and Microsoft Internet Information Server.

3.3. ICT Environment in Bulgaria

According to the International Telecommunications Union (ITU) Bulgaria has nearly 27,000 Internet hosts or about 33 per 10,000 inhabitants. In 1999 about 42 percent of Internet accessible servers (Web, ftp, news) in the “.bg” (Bulgarian) domain run the Linux operating system.¹ Windows servers are close behind with about 41 percent. Other operating systems are in single digit percentages. Current statistics are not available, but a quick look at Bulgarian software projects reveals a mix of Microsoft and open source technologies. The Government of Bulgaria recently signed an agreement with Microsoft providing substantial discounts on Microsoft products to government institutions. National, regional, and local government institutions now have access to these licenses.

¹ <http://www.leb.net/hzo/ioscount> based on data from RIPE (Réseaux IP Européens) <http://www.ripe.net/ripe/>

3.4. Bulgarian ICT Capacity

Bulgaria has quickly become the most attractive country in Eastern Europe for software development outsourcing. This is due to a powerful combination of strong technical skills, good language capability, low costs, political and economic stability, and proximity to Western Europe. Membership in NATO and expected EU membership in 2007 also helps give US and Western European firms a high comfort level. Bulgaria has closed all EU chapters, ensuring legal compliance.

Bulgaria ranks third in the EU regarding the percentage of citizens with advanced degrees. More than 20 percent of Bulgarians speak a foreign language. Some 5,000 Bulgarians enroll in IT degree programs each year, and the economy employs more than 20,000 ICT professionals. The country ranks third in the world in the percentage of certified ICT professionals. A junior software developer in Bulgaria can expect to earn between € 300 and € 600 a month, while a senior developer can expect € 600 to € 1,000 per month.² Bulgaria's social security tax rate of 32.2 percent is competitive with Romania and Hungary

Bulgaria has achieved a strong position as an economic gateway between Europe and Asia. It has achieved sustained economic growth of over 4 percent of GDP for seven years. Low tax rates, good telecommunications infrastructure, a mature ICT policy and legal framework, and exemption of taxes for software exports have resulted in significant foreign investment and growth in the ICT sector. In 2003 investment in the ICT sector reached € 1.8 billion, while investment in 2005 was estimated at more than € 2.2 billion.³ While about 83 percent of this is in the faster growing telecommunications sector, growth is expected to continue in software development. Between 2001 and 2003 IT exports grew 55 percent annually. More than half of ICT exporting companies are software developers. According to CIO and the Meta Group, Bulgaria is now the leading outsource country in East Europe. Key markets are the US, Canada, Germany, France, the UK, Netherlands, Austria, Italy, Japan, and China.

In 2002 German software giant SAP opened a software development center in Sofia with 180 engineers producing Java applications for SAP. Hundreds of small software companies in Bulgaria, most in Sofia, have been doing work for Boeing, BMW, General Motors, Siemens, Hewlett-Packard, and other large companies. Tumbleweed Communications, a US-based company that produces email security software, employed a team of 90 developers in Bulgaria by the end of 2004.

The Bulgarian Association of Software Companies (BASSCOM)⁴, an association of leading software companies in the country, includes 26 members. Many of these produce world-class software for multinational companies, and some produce shrink-wrap software for the world market. Most of these companies are between one and ten years old, with from 15 to 125 employees. These companies produce a wide range of software applications, from Web design to complex business-to-business (B2B) systems.

4. ICT in Municipalities

4.1. General State of Development

Most municipalities currently have a small Local Area Network (LAN) and applications supported by a single IT support person. Often that person works for the municipality part time only. Thus on-site technical support is an important consideration. Technical support for specific applications can be outsourced. However, technical support for the infrastructure is not outsourced; it is normally the responsibility of one municipal employee who may work part time

² Company information collected by the InvestBulgaria Agency in June, 2004 for Sofia. Salary rates in other parts of the country can be 20 percent lower.

³ EITO, 2004

⁴ <http://www.basscom.org/>

only. Most municipal networks are unstructured, but include at least one file and print server, and several networked printers.

Many municipalities have at least one database and Web server. Many of these servers run on client PC hardware rather than specially designed server hardware. Server applications include internal Web and client-server database applications. Most municipalities do not yet have the internal capacity to support a complex network including multiple operating system and database server platforms.

Most municipalities are equipped with several small to medium capacity black and white laser printers. The most common models are Hewlett-Packard LaserJet series printers. Some printers are connected to the municipal LAN, while others are connected directly to desktop computers.

Computing skills among users range from adequate to very good. Most users have adequate keyboard skills and have mastered basic word processing and spreadsheet operations. Some users have mastered these and other office automation tools, and are able to develop basic database applications.

Most municipalities in Bulgaria have a public Web site. Some of these are hosted on a server supported by the municipality. Others are hosted by the Web site developer or another commercial hosting company. Technologies used on these sites range from Linux/Apache/MySQL/PHP (LAMP) to Microsoft .NET.

4.2. Conditions in Target Municipalities

The new property management software system will be designed for general use in all Bulgarian municipalities. Initially it will be tested and used in the following four (4) municipalities:

1. Stara Zagora
2. Karlovo
3. Dryanovo
4. Gabrovo

These municipalities vary in population from less than 10,000 (Dryanovo) to nearly 185,000 (Stara Zagora). The municipal administration in each municipality has the same functions, but their state of development varies.

4.2.1. Stara Zagora

The Stara Zagora municipal administration has an extensive LAN connecting nearly 200 PC clients in six (6) separate locations and five Windows 2000 servers. The network is divided into public and private networks by an Internet firewall. Two servers are located on the public or Demilitarized Zone (DMZ) network. One of these hosts the Stara Zagora municipal Web site. The other was installed and is being supported by the Council of Ministers.

The citizen Service Center and all key departments are equipped with desktop computers (PCs) connected to the municipal LAN. All desktop computers are running Windows XP Professional.

Three Windows 2000 servers on the private network support file and print services and a variety of networked applications produced by the municipality to improve operating efficiency and public services. Stara Zagora has a mature client-server database application for managing rental properties, and has prepared a separate client-server application for managing property deeds. Rent payments for municipal properties can be entered in the Service Center as well as at one remote site connected to the municipal LAN via a secure link.

The Stara Zagora municipal Web site, one of the best in Bulgaria, is hosted by the municipality on a Red Hat Linux server running Apache Web server software. The municipality is providing

two online services: one that enables citizens and companies to request building permits, and one that handles requests for duplicate copies of birth certificates.

Shasha Krusteva, Head of the IT department, is responsible for IT infrastructure and applications strategy, as well as operations and end-user support. She has two assistants.

4.2.2. Other Target Municipalities

The municipality of Karlovo has a municipal LAN that interconnects 50 PC clients and one server. The server is running a Novell operating system. It has 256GB of hard disk storage and supports file and print services, and several networked applications. These include payment of rents in the citizen Service Center, and a LAMP Web application for managing rental properties. The network is unstructured, and consists of a series of 15 small Ethernet switches of various ages. Karlovo installed the first components of this LAN seven to eight years ago. The LAN is supported by one person: the IT Manager, who started in his position three months ago.

The Rents application was developed by Bank High Sys Ltd., a local company. The user interface is a PHP Web application. The database is MySQL. The user interface is very simple, and supports the basic functions of adding a rental property and contract. It does not support updating or deleting records. This must be done by the developer directly in the MySQL database. It does not appear that the application was ever finished. The Rents application is used by six to seven PC clients in the Service Center and Property office.

Gabrovo has a municipal LAN and a large database of rental properties managed through an older software application. Dryanovo has a municipal LAN, but currently does not have rent or deeds databases.

5. Municipal Applications in Stara Zagora

5.1. Property Rents

In 2002 the municipal administration of Stara Zagora began working with a local software development company, Arion, to produce a database application for managing its rental properties. Arion is a small company founded by Georgi Ivanov. Mr. Ivanov currently has a full-time position as an IT specialist for a local bank, and has been responsible for designing and programming the application.

The resulting application, which is called “Rents,” was put into production use in August 2002 and has been in routine use since then. Visitors to the Stara Zagora citizen Service Center can pay rent there, where the record of payment is entered directly into the system. The software is used to calculate the amount of rent due, and to prepare reminders to mail to renters who are overdue in their payments.

The Rents application has been developed using Borland’s Delphi development environment and the Object Pascal language. The source code is a combination of procedural and object-oriented methods. It is well structured and commented. The overall architecture is client-server. The graphical user interface uses Structured Query Language (SQL) statements to communicate with the separate database through middleware drivers that conform to industry standards. The database is maintained in Borland Paradox format by the Borland Database Engine (BDE). The database is well structured. The developer understands important database concepts, such as normalization, enforcement of referential integrity, use of stored procedures, and use of triggers.

The user interface is based on menus and forms. Functions are grouped into a series of menus on the left side of the display. Users can access the same functions using pull-down menus from the main menu bar across the top. Forms and reports are displayed in the large

central pane of the program window. Users can have an unlimited number of forms open at the same time. There are pop-up “tool-tips” and tool-tips displayed in the status bar at the bottom of the program window, but there is no context sensitive help system.

The software includes some useful ad hoc query and reporting capability. Users can select desired fields, filter records, and request summary statistics. Results can be displayed in tables and charts. Result tables can be exported to Excel. Tables and graphs can be printed.

The software does not include any standard reports, and does not include any of the property registers now required by law. It includes data on rent payments, but does not include data on the recurrent costs of operating and maintaining properties. The Rents software does not interface with property deeds or cadastral systems.

Stara Zagora has been using this software for three years. Their Rents database currently contains 1,500 rental properties and 42,000 rental contracts. Rent payments can be made in the citizen Service Center and at one remote location. Rent payments are entered into the application at each of these locations. The application is also used to generate reminders to renters who are behind on their payments.

5.2. Property Deeds

Stara Zagora has worked with Mag Plan, a local software development firm, for two years on Geographical Information System (GIS) and cadastral systems for property management and regional planning, and more recently on a database application for managing property deeds. Mag Plan was founded in 1993 and is registered under the name of the wife of Rumen Surtonev. In 1999 Mr. Surtonev assumed leadership of the company after the departure of Mag Plan's first Chief Executive Officer. Mag Plan has a track record of providing outstanding GIS services to Stara Zagora and other governments in the region.

The Deeds application is a client-server system. The user interface has been developed in Object Pascal using Borland Delphi. The code is a combination of object-oriented and procedural methods, and is well structured. The database has been developed using Microsoft SQL Server. It is a well-designed database that enforces referential integrity and includes some more advanced techniques, such as stored procedures and triggers. It is evident in the database structure that attention has been paid to flexibility and performance. The user interface is particularly well done and includes some powerful capabilities. The system includes the ability to attach an unlimited number of related documents to various system objects. Most of these are scanned versions of original signed legal documents. Document attachments can be organized and related to each other in hierarchical fashion. Search capabilities are strong and reporting capabilities are flexible. Performance even on minimal hardware (Pentium III 900MHz) is excellent.

Stara Zagora was preparing to put the Deeds application into production in late 2004. They realized there was some overlap between information in the Rents and Deeds applications. Specifically, both applications contained data on legal and physical entities renting and buying property, as well as addresses and other characteristics of the properties. They saw that it should be possible to share these database elements between these and other municipal applications. They were also working with Mag Plan on a complete GIS cadastre system for the municipality, which includes the municipal districts of the towns of Stara Zagora, Kazanlak, Radnevo and Chirpan. They wanted to integrate the cadastre system with the Deeds database.

LGI also examined the Deeds application and noted that the system used the Deed as the central entity rather than the property. It also did not support a situation in which a single Deed may involve more than one property. LGI also saw opportunities to add newly required official registers, and analytical capability to support better and more transparent management of municipal property.

5.3. Cadastre

Mag Plan has developed an extensive GIS-based cadastre system for Stara Zagora and the region. The system provides a detailed searchable database of properties and structures in the region. The system conforms with all Government of Bulgaria cadastre and digital data format standards. The performance of the system on limited hardware (Intel Pentium III 947MHz) was impressive. Mag Plan's considerable expertise in GIS applications is evident in the system and the cadastre database.

Mag Plan demonstrated work towards integrating the cadastre system with the Deeds database. They intend to offer this capability as an optional add-on module to the integrated property management system.

6. Strategy

Both Rents and Deeds modules in Stara Zagora are in advanced stages of development. The Rents application has been in use for nearly three years. The Deeds application is well developed and could be deployed as a stand-alone application now if necessary. Developers of both applications use the same software development tools, and have a history of working well with the municipality. The two developers have the same understanding of how to integrate the two systems around a common database, and are likely to work well together under the close direction of the Head of the IT Department of Stara Zagora.

The Head of the IT Department, the two developers, and LGI have discussed the architecture of a combined system. As shown in Figure 1, the various functional modules are arranged around a set of common core database tables and functions. Core database tables and functions are documented as an open standard, enabling anyone, including other commercial developers, to integrate modules into the system.

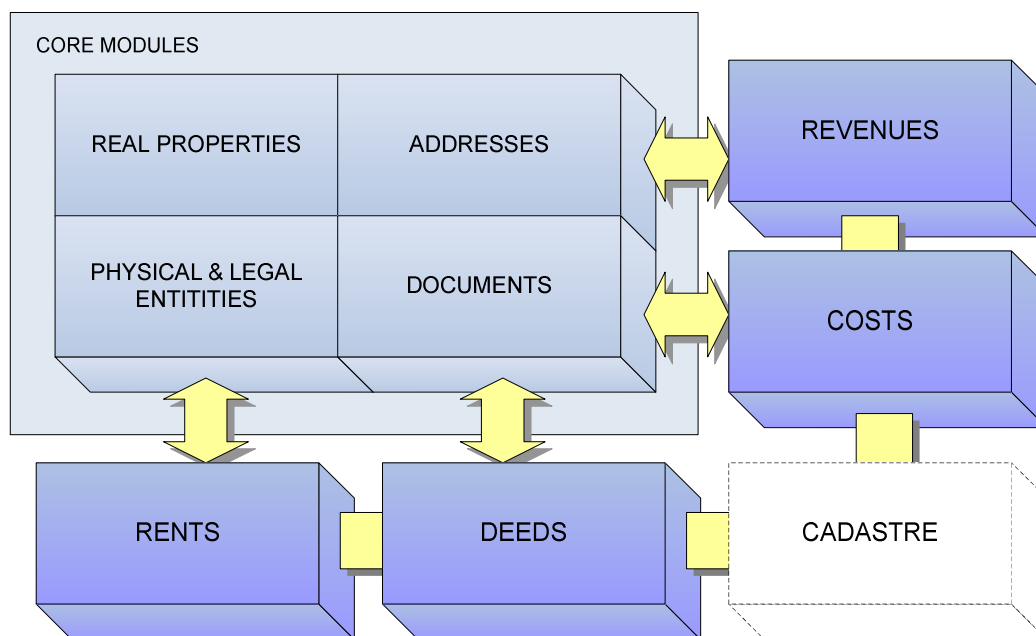


Figure 1 General block diagram of the integrated property management system.

LGI has specified critical enhancements and additions to the system, including the ability to generate standard property registers now required by law, public access to these registers to increase transparency, the addition of revenue and cost modules, and the addition of reports to analyze the cost efficiency of rental properties and adherence to intended usage.

The LGI team considered sponsoring development of this integrated system under the GNU General Public License (GPL), resulting in an open source application that could be modified by other municipalities and developers without restriction. LGI discussed this concept with the Mayor, City Secretary, and Head of the IT Department in Stara Zagora.

Both Rents and Deeds applications proved to be well-designed and in advanced states of development. Intellectual property rights to each application belong to the respective developers. In discussions with the developers, it was clear they intended to work together with the municipality to produce an integrated system with an open interface to other modules, including those produced by other developers. It is logical for LGI to build on this core capability and leverage the interests of the developers to disseminate this capability to as many municipalities as possible.

Subject to acceptable technical and cost proposals, LGI expects to contract development to Mag Plan as the Prime Contractor. LGI will check for reasonable cost by collecting informal cost figures from other similar small developers in Bulgaria.

The two companies have discussed the nature of their business relationship regarding development, distribution, and support of an integrated property management system. Each company will hold copyright to its functional module. They will have the same rights to the shared core database and interface to the core modules. Each developer will receive a share of the revenue when the system is licensed to a new municipality. This encourages both developers to distribute and support the system.

7. Target Environment

Figure 2 is a general schematic showing the relevant property management workstations on a typical municipal LAN. Components of the integrated property management system will be used by several different departments in the municipal administration. These will include the following:

- The citizen Service Center
- The property management department
- The urban development department
- The accounting department

The official names of these departments vary among municipalities, though their functions are the same.

More than 60 municipalities have citizen Service Centers, which serve as a central point for citizens who need to complete common transactions with the municipality. Each Service Center has several numbered stations. Each station is normally dedicated to a specific procedure or type of transaction. The following two stations within the Service Center will use components of the system:

- Cashier
- Rent payments

In addition, standard legal property registers will be available to any citizen through at least on public access workstation in each Service Center. The exact content and format of these registers has not yet been defined by law. LGI will recommend content and formats for these registers.

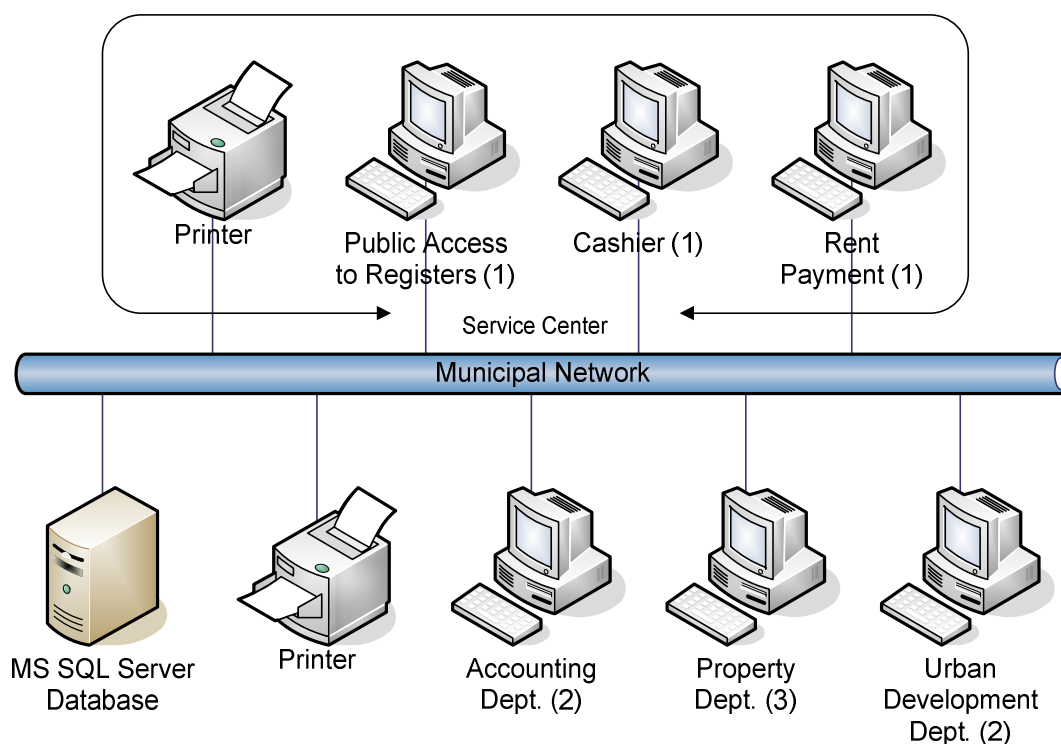


Figure 2 General network schematic of showing property management workstations.

8. Next Steps

LGI has developed a detailed letter of understanding with the municipality of Stara Zagora and a detailed Scope of Work (SOW) for the software development. The SOW includes specific technical and functional requirements, fixed percentage payment benchmark payments, and specific deliverables for each payment. The SOW also includes software licensing, installation, training for the IT manager, and one year of support for each of the four municipalities. The contract for software development will be fixed price.

LGI has outlined end-user training with Stara Zagora. LGI will lead the development of the software User Guide, and will work with Stara Zagora and the developers to develop hands-on training exercises. Training for users from all four municipalities will be done in Stara Zagora and will be led by the Head of the IT Department. The LGI Task Manager will act as assistant trainer. LGI will pay all costs associated with this training.

The letter of understanding will be sent to the Mayor for review and, hopefully, agreement. The detailed SOW will be sent to Mag Plan for both developers to review and to respond to with a formal proposal. The Author will work with LGI to evaluate the proposal. LGI will check the reasonableness of the cost with other similar small software developers in Bulgaria.

Close management of any software development project is critical to success. In this case the Head of the IT Department in Stara Zagora will continue day-to-day management of the work in the interests of the municipality. The LGI Task Manager will monitor progress and help direct the work through weekly scheduled telephone conferences and bi-weekly site visits.

The Author is expected to review the work on-site in Stara Zagora after the delivery of the alpha version of the integrated system.

LGI, Stara Zagora, and the software developers will collaborate to on the promotion and dissemination of the software to other municipalities. Appropriate partners in promotion and dissemination include the Foundation for Local Government Reform (FLGR) and the National Association of Municipalities.

Annex A: Meetings

Date	Location	Participants	LGI Participants
Monday 7 February 2005	Stara Zagora	Evgeniy Zhelev, Mayor Tihomir Dimitrov, Deputy Mayor Zoya Kalvacheva-Tsvyatkova, City Secretary Sasha Krusteva, Head, IT Department	Hal Minis, LGI Program Director Angel Markov, LGI Task Manager Gordon M. Cressman, LGI Consultant Peter Philiv, LGI Translator Stanislov Krustinov, LGI IT Manager
Tuesday 7 February 2005	Stara Zagora	Sasha Krusteva, Head, IT Department	Angel Markov, LGI Task Manager Gordon M. Cressman, LGI Consultant Peter Philiv, LGI Translator Stanislov Krustinov, LGI IT Manager
	Stara Zagora	Sasha Krusteva, Head, IT Department Georgi, Ivanov, CEO Arion Kiril, Software Developer, Mag Plan	Angel Markov, LGI Task Manager Gordon M. Cressman, LGI Consultant Peter Philiv, LGI Translator Stanislov Krustinov, LGI IT Manager
Wednesday 8 February 2005	Stara Zagora	Zoya Kalvacheva-Tsvyatkova, City Secretary Sasha Krusteva, Head, IT Department	Gordon M. Cressman, LGI Consultant Peter Philiv, LGI Translator Stanislov Krustinov, LGI IT Manager
Thursday 9 February 2005	Stara Zagora	Rumen Surtonev, CEO Mag Plan Kiril, Software Developer, Mag Plan	Angel Markov, LGI Task Manager Gordon M. Cressman, LGI Consultant Peter Philiv, LGI Translator Stanislov Krustinov, LGI IT Manager
Friday 10 February 2005	Stara Zagora	Zoya Kalvacheva-Tsvyatkova, City Secretary Zlatan Zlatanov, Manager, Department of Municipal Property, Economic Policy and Environment Sasha Krusteva, Head, IT Department	Angel Markov, LGI Task Manager Gordon M. Cressman, LGI Consultant Peter Philiv, LGI Translator Stanislov Krustinov, LGI IT Manager
Friday 10 February 2005	Stara Zagora	Evgeniy Zhelev, Mayor Tihomir Dimitrov, Deputy Mayor	Angel Markov, LGI Task Manager Gordon M. Cressman, LGI Consultant Peter Philiv, LGI Translator Stanislov Krustinov, LGI IT Manager
	Karlovo	Neli Staneva, Director of Municipal Properties and Economic Activity Stefanov, Director of Administrative Services Hristina Ganchotova, Head of Municipal Property Head, IT Department	Angel Markov, LGI Task Manager Gordon M. Cressman, LGI Consultant Peter Philiv, LGI Translator Stanislov Krustinov, LGI IT Manager
Monday 15 February 2005	Sofia	Kiril Kiryakov, Local Government Advisor, USAID	Hal Minis, LGI Program Director Emil Savov, LGI Angel Markov, LGI Task Manager Gordon M. Cressman, LGI Consultant

Annex B: Stara Zagora Municipal Profile⁵

Form of Government

City Council - consists of 51 City Councilors, elected at local elections according to a proportional voting system.

Chair of City Council

Anton Andronov elected through a secret ballot for a term of 4 years

Contact information:

Stara Zagora Municipality, Room 204, Tel. 600 167

E-mail: council_office@city.starazagora.net

Web: <http://city.starazagora.net/>

Mayor

Dr Evgeniy Zhelev

Contact Information:

Municipal administration building,

107 Tsar Simeon Veliki Str., Room 202, Rel. 042/600105, Rax 042/601 103

E-mail: mayor@city.starazagora.net

Web: <http://mayor.starazagora.net>

Municipal Administration

Managed by the Mayor, the Municipal Secretary and 2 Deputy Mayors

Administrative Divisions:

Territorial and Town Planning

Department of Cadastre and Town Planning

Healthcare and social activities

Education and Culture

Department of Education, Youth Activities and Sport

Department of Culture and Religions

Municipal Property, Economical Policy and Ecology

Department of Municipal Property

Department of Municipal Property Recording

Department of Municipal Property Ordering

Financial Activities, Budget and Municipal Property Management

Department of Budget and Economical Analysis

Department of Property Management

Department of Economical Analysis and Control

Administrative, Legal and Information Division

⁵ Source: Foundation for Local Government Reform (FLGR), www.invest.bg

Department of Administrative Information Services and Technologies
Department of Administrative Information Services of the City Council
Public Relations
Human Resources
Civil Status Division

Economic development and Investments

The municipality employs 394 people, including different municipal services related to garden and parks maintenance, environmental control, cleanliness, road infrastructure etc.

Last Elections

October 2003

Annex C: Selected Web Sites

Stara Zagora Municipality

Stara Zagora Municipal Web Site
<http://city.starazagora.net/>

Mayor, Stara Zagora
<http://mayor.starazagora.net>

Stara Zagora Chamber of Commerce
<http://www.chambersz.com/en>

Bar Association – Stara Zagora
<http://szak.lex.bg/indexe.html>

Rodina Library – Stara Zagora
<http://www.rodina-bg.org/en/starazagora.html>

Stara Zagora Region

Stara Zagora Regional Economic Development Agency
<http://www.szeda.bg/>

Regional Industrial Association
<http://b2b.bia-bg.com/biasite/regional/isa-stz.htm>

Stara Zagora District e-Government Gateway
<http://egateway.sz.government.bg>

Other Sites

Gabrovo Municipal Web Site
<http://bulgaria.domino.bg/gabrovo/eng/>

Karlovo Municipal Web Site
<http://www.bulgaria.domino.bg/karlovo/>

Foundation for Local Government Reform
<http://www.flgr.bg/>

Invest.bg
<http://www.invest.bg/>

Annex D: References

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January 2005 – ISSUE 01

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European Commission

Rambøll Management

Nørregade 7A

DK-1165 Copenhagen K

Denmark

December 2004

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An Action Plan to be presented in view of the Sevilla European Council,

21/22 June 2002

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http://europa.eu.int/information_society/eeurope/2002/news_library/documents/eeurope2005/europe2005_en.pdf

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Part 1: OSS Fact sheet

A report directed by Patrice-Emmanuel Schmitz, Unisys Belgium

An IDA Study

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European Commission, DG Enterprise

June 2001

<http://europa.eu.int/idabc/servlets/Doc?id=1972>

Free Software / Open Source: Information Society Opportunities for Europe?

Working group on Libre Software

April 2000

Version 1.2 (work in progress)

<http://eu.conecta.it/paper.pdf>